

2026-2028 Implementation Plan

Overview

The **2026–2028 Implementation Plan** names the Foundation’s **investments** and **actions** to advance our strategic objectives over the next three years. Building on lessons from the first two years of the [2024–2030 Pathways to Health Equity Strategic Plan](#), this plan reflects how our early efforts clarified the Foundation’s role, sharpened our focus, and deepened our impact within our goals. Developed to drive progress toward our [2030 Impacts](#), the Implementation Plan is designed to harness all Foundation resources to achieve greater impact in Central Texas. A summary of these resources is provided in Section A (page 3).

Created every three years, the Implementation Plan documents how our actions in support of the Foundation’s Strategic Plan are evolving to meet community needs. The 2022 Community Health Needs Assessment (CHNA) informed the development of the current strategic plan, guiding our focus on the region’s most pressing health challenges. Findings from the new [2025 CHNA](#) affirm that the goals and objectives of our plan continue to reflect the top health needs of Central Texas. A snapshot of this alignment is provided in Section B (page 5).

In addition, the 2026-28 Implementation Plan and the [Community Health Needs Assessment](#) are requirements of the Affordable Care Act for all non-profit hospitals and, as part of the requirement, both are made widely available to the public. Current and previous reports and plans can be found on the Foundation’s website [here](#).

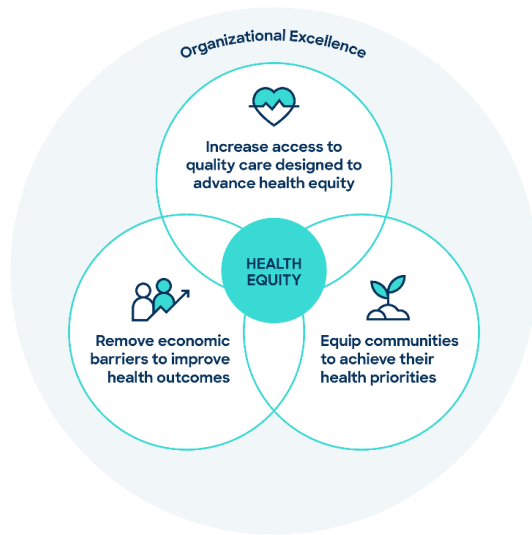
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Section A: Strategic Plan Snapshot & Foundation Resources



Outlined in the 2024–2030 Pathways to Health Equity Strategic Plan are three externally facing goals to advance health equity and guide our work. The goals were informed by discussions with community, external research, and the findings from our 2022 CHNA.

Centering on Health Equity, we focus on removing barriers for those facing the greatest health challenges in Central Texas.

Each of the goals described in the Strategic plan has multiple priority areas within, which are:

Access to Care

- Safety Net Care
- High-Quality, Culturally Responsive Care
- Navigation to Benefits

Economic Stability

- Affordable Housing
- Healthcare Workforce
- Coordination of Supports

Community Driven Change

- Community Voice + Decision Making
- Civic Health
- Community-Directed Giving

Organization Excellence (internal goal)

Resources Available to Advance Our Goals

Through a unique partnership with St. David's HealthCare, we strategically reinvest proceeds from the hospital system back into the community, with a goal of advancing health equity and improving the health and well-being of our most underserved Central Texas neighbors. Beyond our grantmaking work, we operate the largest mobile dental program in the country providing charity care, and offer the largest healthcare scholarship program in Texas, the St. David's Neal Kocurek Scholarship Program.

The 2026-2028 Implementation Plan is designed to harness the Community Impact teams across the Foundation (see the graphic below) for effective and impactful cross-team collaboration. This also means identifying areas of opportunity and investing in staffing capacity and expertise, as well as building the requisite technological and operational infrastructure to support more effective and impactful cross-team collaboration.



Foundation Approaches

Across Community Impact teams, four core approaches are used to advance our shared goals and move our community toward lasting, measurable improvement:



Each activity within the 2026 Implementation plan falls within one of these four approaches which range from vital services for individuals *today* to systemic changes for the benefit of the community *tomorrow*.

Section B: Alignment with Community Health Needs

Prioritization Process

To identify and understand the greatest health needs in Central Texas, we use both qualitative and quantitative data. Through the [Community Voices Project](#), we heard directly from community members about their experiences and priorities, capturing stories and themes that reflect lived experience. We paired these insights with **population-level health and social well-being indicators** at the county and sub-county level.

Community input was our starting point: the health needs identified by residents guided the focus of our quantitative analysis. We then conducted a comprehensive review of available indicators, assessing each for concerning trends and inequities. To ensure no critical needs were overlooked, we also examined where health and social indicators showed stark disparities by geography, race/ethnicity, or both.

This combined analysis revealed a consistent pattern of inequities, particularly affecting **communities with lower incomes, communities of color, and those living in rural areas**. We also recognized that these same communities are often underrepresented in decision-making, and that the lack of **power, connection, and belonging** contributes significantly to barriers in achieving equitable health outcomes.

The greatest health needs in Central Texas, as identified in the [2025 Community Health Needs Assessment \(CHNA\)](#), emerged under three interconnected themes:

1. **Healthcare in Reach**
2. **Economic Stability**
3. **Community & Belonging**

How do our objectives align with the needs identified in the CHNA?

The table below summarizes the CHNA findings that align most closely to the objectives of the strategic plan and implementation priority areas:

[Healthcare in Reach \(Access to Care\)](#)

CHNA Findings	SDF Objective
Community members reported that they cannot find healthcare that is close by, affordable, and efficient with their time . The Central Texas Safety Net ecosystem currently serves 129,150 uninsured patients annually.	Safety Net Care
Community members reported that they feel disrespected, ignored, and/or unsafe when they seek healthcare . Primary Care safety net sites serve a high percentage of patients who are people of color or are best served in a language beside English, ranging from 45 - 78% of patients.	Culturally Responsive Care
Community members reported that eligibility processes for healthcare feel specifically designed to keep people out . Central Texas currently has over 280,000 people without health insurance, many of whom are eligible but are not enrolled due to complex application processes, unclear information, or fear of engaging with public systems.	Navigation to Benefits

Economic Stability

CHNA Findings	SDF Objective
Community members reported that the rising cost of housing is a major cause of stress for families and individuals . A 2021 report on Housing Affordability estimates that 60,000 additional affordable housing units are needed for families earning less than 80% of the Median Family Income.	Affordable Housing
Community members reported that families face overwhelming costs, including childcare, and often do not have time to take care of their own mental and physical health needs . Healthcare positions can be a steppingstone to careers that provide a living wage and access to benefits.	Healthcare Workforce
Community members reported that many families struggle to make ends meet but earn too much to qualify for support programs . It is estimated that nearly 250,000 households in Central Texas don't earn enough to make ends meet.	Coordination of Supports

Community & Belonging (Community Driven Change)

CHNA Findings	SDF Objective
Community members feel the impacts of racism and discrimination every day, and it is leading to poorer physical and mental health . When communities do not see themselves represented in positions of power, programs and institutions often do not have beneficiaries in mind.	Community Voice + Decision Making
Community members, particularly older adults and people of color are feeling a loss of family and support systems as Central Texas changes, and the social isolation is impacting our community's wellbeing . When communities feel disconnected and disengaged, it can create obstacles to the civic participation that is essential for driving change and enhancing representation among decision-makers.	Civic Health
Community members are eager to work together to drive their own solutions if trusted with the resources . Those closest to the community issue have the insight and experience to lead the solutions. Intermediaries and grassroots organizations can help larger institutions like St. David's Foundation identify community leaders.	Community-Directed Giving

Additional Needs Identified in the CHNA

While additional needs were uncovered in the CHNA, the Foundation's strategies are intentionally broad, allowing them to encompass many of these priorities as well. In particular, upstream strategies are often crosscutting in nature, designed to impact general health outcomes and/or address health disparities.

Section C:

2026–2028 Foundation Activities and Progress Tracking

Goal One: Access to Care

Increase access to quality care designed to advance health equity

2030 Impacts

- Increase the number of un/underinsured Central Texans receiving primary, dental, maternal, and mental health services. [Service Delivery]
- Increase the percentage of primary care safety net sites applying best practices in patient centered, quality, culturally responsive care. [Developing Capacity]
- Increase regional capacity to provide culturally responsive, community-informed mental health and maternal health support within and outside clinics. [Developing Capacity]
- Leverage SDF funding to increase public and private financial support for improving maternal and mental health outcomes in Central Texas. [Systems Change]
- Establish a region wide collaborative infrastructure to support Central Texans in enrolling and accessing the benefits for which they are eligible. [Developing Capacity]

2026-2028 Activities

Mobile Dental Program

- 1) Provide **diagnosis, treatment, and prevention services** on our Mobile Dental Clinics for children who have unmet oral healthcare needs. [Service Delivery]
- 2) **Connect patients to dental homes** so that their ongoing needs can be met. [Service Delivery]
- 3) Provide evidence-based, age-appropriate **oral health education**. [Service Delivery]
- 4) **Shift service model** in schools and communities to focus on communities with the greatest healthcare needs. [Developing Capacity]

Community Investments

Funding Priority: Safety Net Care

- 1) Make data-driven investments in the Central Texas safety net to provide **primary, dental, maternal, and mental health services** for the uninsured. [Service Delivery]
- 2) Make investments to support safety net clinics in **diversifying funding to maintain stability** (e.g. technical assistance, revolving funding, testing new business models). [Developing Capacity]
- 3) Make **capital and capacity investments to expand the availability of safety net services** in communities with the greatest health needs. [Developing Capacity]

Funding Priority: High-Quality, Culturally Responsive Care

- 4) Make investments that strengthen safety net healthcare providers to **adopt best practices** in patient-centered, quality, culturally responsive practices in clinical settings. [Developing Capacity]
- 5) Make investments in **services by and networks among community-based maternal and mental health providers**. [Service Delivery and Developing Capacity]
- 6) Make investments and take action to **strengthen the ecosystem and leverage public and private resources** to advance maternal and mental health equity in Central Texas (e.g., connections across providers and systems, support for policy, data, narrative). [Systems Change]

Funding Priority: Navigation to Benefits

- 7) Make investments that support organizations or collaboratives to **enroll** eligible Central Texans in health insurance benefits. [Service Delivery]
- 8) Make investments to build **infrastructure for enrollment in health benefits and public benefits that promote economic stability** (e.g., shared data systems or enrollment platforms, education around enrollment). [Developing Capacity]

Progress Tracking

On a **yearly basis**, through the Annual Databook, we plan to report on implementation milestones such as programmatic improvements, funding awarded, number of grant projects, and internal actions implemented related to the above activities. Additionally, we will share progress on outcomes as results become available.

Goal Two: Economic Stability

Remove economic barriers to improve health outcomes

2030 Impacts

- Leverage Foundation funding to increase the number of safe, healthy, and affordable housing options and strengthen cross-sector efforts to improve Central Texas' affordable housing ecosystem. [Systems Change]
- Increase the number of Central Texas students – both traditional and nontraditional – graduating from healthcare certificate and degree programs (including SDNK Scholarship Program) that lead to economically stable careers. [Service Delivery]
- Increase opportunities for students from marginalized communities to enter financially stable healthcare careers through collaborations with workforce development programs, employers, philanthropy, and the local education pipeline. [Developing Capacity]
- Maximize federal, state, and local funding for supports addressing economic barriers to health and well-being through coordination and collaboration across community-based organizations. [Systems Change]

2026-2028 Activities

St. David's Neal Kocurek Scholarship Program

- 1) **Provide scholarships to Central Texas students pursuing careers in health care** in ways that maximize resources available to students, mitigate aid displacement, and provide flexibility to meet students' needs (e.g. 529 Savings Plans). [Service Delivery]
- 2) **Adapt scholarship model to include non-traditional students** and increase the number of scholars who enter the healthcare workforce in Central Texas. [Developing Capacity]
- 3) **Support the educational attainment, mental health, and financial stability** of a diverse scholar community. [Service Delivery]

Community Investments

Funding Priorities: Affordable Housing

- 1) Invest in **cross-sector strategies that strengthen the region's capacity** to meet current and future housing needs – especially in rural or historically marginalized communities. [Developing Capacity]
- 2) Make **capital investments that leverage resources for rural and other marginalized communities** to construct affordable housing. [Developing Capacity]
- 3) Make investments and support collective action that **expand public and private resources** available for affordable housing in Central Texas. [Systems Change]

Funding Priority: Healthcare Workforce

- 4) Make investments that strengthen the **regional pipelines** to economically stable careers in the healthcare workforce. [Developing Capacity]

Funding Priority: Coordination of Supports

- 5) Make data-driven investments in organizations providing **core economic stability services**, including enrollment in public benefits that support economic stability. [Service Delivery]
- 6) Make investments that **improve regional infrastructure that promotes economic stability and make systems easier to navigate**. [Developing Capacity]
- 7) Make investments that support the sector in **activating public and private resources** for addressing economic stability in Central Texas. [Systems Change]

Progress Tracking

On a **yearly basis**, through the Annual Databook, we plan to report on implementation milestones such as programmatic improvements, funding awarded, number of grant projects, and internal actions implemented related to the above activities. Additionally, we will share progress on outcomes as results become available.

Goal Three: Community Driven Change

Equip communities to achieve their health priorities

2030 Impacts

- Increase the number of organizations and local governments engaging community members in decision making and leadership. [Catalyzing Community]
- Increase the number and strength of locally rooted networks in communities with the greatest health needs in Central Texas. [Catalyzing Community]
- Increase the percentage of funds directed by communities with the greatest health needs. [Catalyzing Community]

2026-2028 Activities

Community Investments

Funding Priorities: Community Voice + Decision Making

With a specific place-based focus on **communities with the greatest health needs**:

- 1) Make investments and take action to help **organizations and local governments** to test or implement strategies to **engage community members** in decision making and leadership. [Developing Capacity]
- 2) Make investments in **capacity-builder organizations** with the ability to support organizations in engaging community members in decision making. [Developing Capacity]
- 3) Make investments in **community-driven organizations** to continue their work and to serve as exemplars and elevate best practices. [Catalyzing Community]

Funding Priority: Civic Health

With a specific place-based focus on **communities with the greatest health needs**:

- 4) Make investments in **local media** to strengthen coverage of health issues. [Catalyzing Community]
- 5) Make investments to expand **community spaces**. [Catalyzing Community]
- 6) Make investments that support **community organizing** to develop and **grow local leaders and networks** that enable residents to organize, coordinate, and influence decisions that impact their health and well-being. [Catalyzing Communities]

Funding Priority: Community-Directed Giving

- 7) Make investments in the **capacity of intermediaries** to get resources to communities most impacted by health inequities. [Developing Capacity]
- 8) Make investments that **expand regranting** through community-rooted intermediaries. [Catalyzing Communities]
- 9) **Engage other Central Texas funders** to increase funds directed by communities with the greatest health needs including support for sector infrastructure, such as pooled funds or collaborative models. [Systems Change]

Progress Tracking

On a **yearly basis**, through the Annual Databook, we plan to report on implementation milestones such as programmatic improvements, funding awarded, number of grant projects, and internal actions implemented related to the above activities. Additionally, we will share progress on outcomes as results become available.

Goal Four (Internal): Organizational Excellence

To realize greater impact throughout Central Texas, we will develop organizational priorities to set clear expectations in order to advance our culture of effectiveness as well as foster cross-team collaboration.

2026-2028 Points of Focus

- **Development**
- **Infrastructure**
- **Collaboration**

Progress Tracking

Organizational excellence activities will be overseen by the Executive Leadership Team and progress will be monitored by the Foundation Leadership Team through internal semi-annual updates and discussions on adjustments needed.

Section C: Measuring Progress and Impact

We are committed to measuring our impact and adapting our work based on what we have learned. To support learning and accountability, we will share the following reports on implementation progress and community impact:

- **Annual Databook** - A snapshot of progress on implementation and impact across Goals and Objectives, including a funding dashboard of dollars awarded, reach and outcomes for Foundation programs and grantees who have completed at least a year of their grant terms, and baseline data for 2030 Impacts.
- **Three Year Lookback Report (2026-2028)** - A summary of the impact of programs and grantees across the three years of the implementation plan. For reference, view the [2020-2022 Lookback Report](#).
- **In-depth Outcomes Evaluation Reports** – As programmatic and grant terms end, we will be sharing the findings from outcomes evaluations as the primary tool for learning with staff and grantees about what's working and how we can adapt our work to have a deeper impact moving forward.
- **Process Evaluations/Feedback Reports** – To ensure accountability and alignment with the strategic plan, we regularly seek feedback from our scholars, patients, and grant applicants on their experience. For reference, view the [2024 Grantee Perception Report](#).

Appendix: Glossary

SDF Glossary of Terms

The Foundation is developing a [Glossary](#) to establish clear, shared definitions to ensure a common understanding of key concepts and terms among staff, grantees, partners, and community stakeholders.

Developing and making a Glossary accessible supports:

- **Consistency:** Aligns internal and external communications to reflect the Foundation's definitions and intent.
- **Transparency:** Clarifies language that informs decision-making, funding priorities, and evaluation frameworks.
- **Equity and Accessibility:** Reduces barriers for organizations and individuals who may be new to philanthropy or unfamiliar with sector-specific terminology. A glossary cuts through 'industry speak' to make language accessible.
- **Shared Learning:** Creates a foundation for ongoing dialogue, collaboration, and reflection as understanding of key concepts evolves over time.

By clearly defining the terms that guide our work, the Foundation strengthens communication, enhances alignment with partners, and supports a shared commitment to advancing health equity across Central Texas. The Glossary will live on the SDF website and will be updated regularly.

An example of Glossary terms include:

- Capacity-Building Support/Capacity Builder Organizations
- Community-Directed Giving
- Community Driven Change
- Cross-Sector / Cross-Sector Strategies
- Intermediary
- Systems change
- Technical Support Grants